

STATE OF IOWA AFFIRMATIVE ACTION/DIVERSITY PLAN AND REPORT

Diversity Plan's Relationship to Affirmative Action

Each department will submit by July 31st an Affirmative Action/Diversity Plan to DAS, who will receive it on behalf of the Diversity Council. This document is to report on your activities and accomplishments for FY 2008, and report on your intended activities for FY 2009.

For the purposes of this document, the term protected classes refers specifically to females, minorities, and persons with disabilities. Protected classes may be subject to numerical goal setting in employment. The term diversity includes the protected classes, but also includes broader differences, such as age, sexual orientation, and religion. These differences are not subject to numerical goal setting in employment, but may be protected by non-discrimination statutes and policies. Please refer to Executive Order Four and the State's EEO/AA Policy for more details.

Diversity Plan Content and Design

(The following AA/Diversity Plan and Report format is required; however additional material may be submitted or referenced.)

I. Hiring and Promotion Practices

You submitted a baseline of your current hiring and promotional practices to DAS in February 2008. DAS will be contacting you to address questions and seek clarification of your submission. You will not need to submit any additional information until these meetings take place over the next several weeks.

AGENCY ACTION: If you have made any changes to your hiring practices during FY 2008 since your February submission, please submit these changes as part of your FY 2008 AA/Diversity plan results. In addition, if you plan any changes in FY 2009 those may also be submitted.

II. Recruitment and Retention Plan

AGENCY ACTION: Please fill in the text boxes in the template to describe any activities or initiatives you took in FY 2008 to address recruitment issues in your agency and your plans for FY 2009.

Recruitment and Retention Plan Intent

Recruitment and Retention of a skilled, productive, and motivated workforce is critical to establishing and maintaining a culture of excellence. Department plans will reflect specific departmental skill and workforce makeup needs to reveal opportunities for attention and improvement. These plans are intended to document your efforts in creating a culture of excellence.

Recruitment Plan

The purpose of the department's recruitment plan will be to position state government at all levels for success in finding, acquiring, retaining and promoting quality talent.

The primary components of the recruitment portion of the template include:

- Organizational Strategies
- Analysis of Factors Affecting Recruitment
- Sourcing Activities and Tools
- Other Recruitment Management Methods
- Milestones and Time Tables

Organizational Strategy

Improving diversity will help us advance our long term strategic objectives and business goals in the following manner:

Improving diversity will help the department understand our customers in the State of Iowa better. It will enhance the Department's ability to attract a more diverse workforce, create positive promotional opportunities and develop an image of cultural diversity. Improvements in diversity will also greatly assist the Department's ability to provide a professional quality service in relating to the growing diversity in Iowa's population.

The overall organizational strategy for recruitment in my department for FY 2008 and changes for 2009 will include the following:

FY 2008

For Sworn: The recruiting strategy is primarily directed to identifying leads and recruiting potential applicants for future academies using various avenues of lead

generation. The recruiting activities will provide immediate access to the DPS web site and offer on-going lead generation as well as identifying new markets to penetrate. The short-term plan includes sensitivity and activities in recruitment of underrepresented classes focusing primarily on the passive job seeker.

For Non-Sworn: When the availability of qualified applicants was detrimental to the hiring process, DPS posted the job vacancies on websites supported by the profession the job vacancy was in.

FY 2009

For Sworn: The base recruiting strategy remains with innovative programs implemented for FY 2009. A broader approach to networking throughout the state will be accomplished with a speaker's program to target professional, civic, military and other organizations. The FY 2009 recruiting strategy includes penetrating the high school and middle school market for recruiting and informational purposes. The addition of "Women in Policing" testimonials on the web site will assist in penetrating the female market. Recruitment will gradually focus more in Internet social sites such as MySpace, Facebook, LinkedIn, etc. A pre-application orientation briefing program has been initiated to reduce no-shows and enhance applicant performance in all phases of testing. The briefings will be scheduled for key locations in the state with the most diverse markets.

For Non-Sworn: When the availability of qualified applicants is detrimental to the hiring process, departmental personnel will work with the DAS-HRE recruiter and other resources as appropriate in order to fill these positions.

Describe how managerial staff is assigned or otherwise allocated to the recruitment function. Please list what levels of management are involved in the recruitment function:

FY 2008 Managerial staff is utilized on a volunteer basis to represent the department at recruiting events, presentations, etc. Sergeants and Special Agents in Charge are the most actively involved, but other management-level staff participate in recruitment efforts.

FY 2009 Staff at all levels will continue to be solicited to volunteer for recruiting events.

The name and contact information of a primary recruitment contact for usage by DAS is:

Mick Mulhern, Recruiting Coordinator
Iowa Dept. of Public Safety
215 E. 7th Street
Des Moines, IA 50319
(515)725-6281
mulhern@dps.state.ia.us

Analysis of Factors Affecting Recruitment

Based on known or projected staffing needs for FY 2009, please provide an estimate of the number of vacancies you plan to fill in FY 2009. (Note: this is for general information only and not intended to replace the affirmative action analysis and goal setting for FY 2009):

Sworn: Officer projected staffing needs are 12- 25.

Non-sworn: Vacancies expected include: 3 Criminalists in DCI Lab; 1 Criminalist Supervisor in DCI Lab; 2 Secretary 2 positions in the field for ISP; 1 Communications Technician 3 in ISP Communications; 1 Public Service Executive 3 in the Commissioner's Office; 1 Public Service Executive 3 in the Electrician Licensing area of the State Fire Marshal's Office; 1 Building Manufactured Housing Inspector in the State Fire Marshal's Office; 20 - 30 Electrical Inspectors in the State Fire Marshal's Office; 1 Accounting Technician 2 in the Fire Service Training Bureau; 3 Criminal Intelligence Analysts in Intelligence; 1 Criminal Intelligence Analyst Senior in Intelligence.

Of the total number of positions to be filled, the following job classes have been identified as difficult to fill based on previous experience:

Sworn: Job classes are the same and not difficult to fill.

Non-sworn: Communications Technician 3, DPS has not had previous experience in filling Electrical Inspectors.

Of the total number of positions to be filled, the following job classes have been identified as high turnover:

Not applicable for either sworn or non-sworn.

Of the difficult to fill and high turnover job classes, list recruitment barriers experienced by job class:

Non-sworn: Experience has shown that few individuals possess the type and level of education, work experience and knowledge required to fill the Communications Technician 3 positions.

Of the difficult to fill and high turnover job classes, those which are typically underutilized for protected classes (females, minorities, or persons with disabilities) are:

Non-sworn: Communications Technician 3

List the barriers that have been identified in recruitment of the protected classes:

Non-sworn: Lack of turnover, in-depth knowledge of a specific division is missing in applicants not already employed within DPS, and applicants possessing the type and level of education, work experience and knowledge for highly technical positions are in a limited number in this area.

The following methods and activities are planned to deal with recruitment barriers in FY 2009:

Non-sworn: Place ads for highly technical positions on national websites sponsored by the profession, within budget constraints; begin advertising non-sworn openings with the recruiter for sworn positions at career fairs and events.

Sourcing Activities and Tools

In FY 2008 we attended the following career fairs, networking events, and community events:

54 career fairs across 8 states; several class presentations (college & high school); member of Keep Educated Youth (KEY) in Des Moines Program; 5 career events at military transition points; attended Boys State; operated a display at the State Fair.

In FY 2009, we plan to attend the following career fairs, networking events, and community events:

Plan to increase the number of career fairs attended with a focus on diversity events (if cost authorized) and continued focus on the community college level as well as

the four year colleges; increase military recruitment; plan to attend events as part of the Ambassador Program.

Besides the DAS BrassRing applicant tracking system, we use (or plan to use in FY 2009) the following sourcing tools:

Tool	FY 2008	Budget Est.	FY 2009	Budget Est.
Internet Job Postings	Non-Sworn:2 Sworn: 102	Non-Sworn: Free of charge Sworn: \$1,215.00	Non Sworn: unsure Sworn: 110	Not sure
Resume Search Products	None	None	None	None
Standard News Print	Sworn: Multiple	Sworn: \$14,145.41	Sworn: Multiple	Sworn: \$15,000.00
Specialty Trade Journals	None	N/A	None	N/A
Radio	Sworn: Multiple	Sworn: \$41,520.00	Sworn: Multiple	Sworn: \$
TV	Sworn: Multiple	Sworn: \$6,630.00	Sworn: Multiple	Sworn: \$6,450.00
Open House	3	Unknown	Unknown	Unknown
Search Firms	None	None	None	None
Temporary Staffing	None	None	None	None

Other (please list):

Text Box

Identify which of these sourcing tools; either individually or in combination, are most effective in your experience:

Sworn: It is difficult to identify which is the most effective tool. They all reach various segments of our target market. The Internet website produces the most leads of those listed.

Non-sworn: DPS needs to collect more data in order to evaluate how effective the internet job postings have been. The internet job postings have been used for a Communications Technician 3 position and a Communications Engineer position. In both instances, the interview team did not ask the applicants how they had heard of the job, so no measure has been taken yet.

Other Recruitment Management Methods

In FY 2008, we recruited passive candidates in the following manner (passive candidates are those not actively seeking employment):

Sworn: Advertised in newspaper sections other than the want ads and posted department information in non-traditional locations (e.g. social websites, civic organizations, etc.) Referrals from DPS employees were highly encouraged and very successful. Formed cooperative relationships with college Criminal Justice Programs; participated in mock interview and career orientation programs at various colleges and high schools.

Non-sworn: Not applicable.

Does your agency use interns? If so, please describe your process for recruiting, such as posting to your website or DAS, hiring as temporary, use of Americorps, etc.:

DPS does use interns. The Division of Criminal Investigation (DCI) will find interns by word-of-mouth. DCI finds 3-5 people per summer to fill unpaid internships within. Administrative Services and the Division of Narcotics Enforcement (DNE,) do not utilize interns. The State Fire Marshal's (SFM) Office did not utilize any interns in fiscal year 2008, however, they have done so in the past. These interns were selected from people who had directly contacted the SFM's office. These positions were unpaid. The Iowa State Patrol (ISP) has unpaid interns. These individuals contact ISP directly for internship positions. ISP had 13 unpaid interns in the last year.

Please indicate whether you utilize temporary employment services to provide potential candidates for permanent hire, and if so the process you follow:

DPS does use temporary employees, however, temporary employment is not used to provide candidates for permanent hire. If temporary employees are interested in permanent employment with DPS, they are directed to use the Brass Ring application website.

Describe how you handle, track, or otherwise process unsolicited resumes. Indicate if/how you share these within your agency or with other agencies:

Sworn: Individuals submitting unsolicited resumes for sworn positions are contacted via email in the same manner as all leads (department letter.) The resumes are not maintained on file.

Non-sworn: When the Division of Administrative Services receives an unsolicited resume, the resume is sent on to the division who the applicant indicates an interest in.

Milestones and Timetables

Summarize your FY 2008 recruitment milestones and identify opportunities for improvement:

The 34th Academy for DPS started in fiscal year 2008 and in this Academy, 17.6% of the class is females. 2.9% of the class is minorities.

In fiscal year 2009, the 35th Academy will be held and goals for this Academy are to have 15% of the class be female and 3 - 4% of the class be a minority.

For FY 2009, provide a timetable for those activities you plan to implement:

The 35th Academy is scheduled to begin in May 2009. The active recruiting campaign for this Academy will begin on or about August 1, 2008 and run until October 1, 2008.

Retention Plan

The purpose of the department's retention plan is to retain and promote diverse and qualified talent.

The primary components of the retention portion of the template include:

- Analysis of Factors Affecting Retention in three areas – FY 2008
 - Turnover
 - Promotions
 - Employee Engagement
- Plans to Improve – FY 2009
- Self assessment

Analysis of Factors Affecting Retention – FY 2008

The following sections are intended to obtain your analysis of the following factors affecting your workforce.

Turnover

From a retention perspective, the following job classes present the greatest challenge:

This has not been a problem for DPS.

List the issues you have identified that contribute to the turnover in these classes:

N/A

Check the methods you use to identify turnover factors (check all that apply):

☒ Exit interviews

Describe how these are conducted:

We employ exit interviews with all employees who retire or resign from employment with DPS. The supervisor presents or e-mails the exit interview document to the exiting employee, asks them to voluntarily fill it out and return it to the Executive Officer in the Commissioner's Office. If anything out of the ordinary is indicated on the exit interview form, human resources will make the Director of Administrative Services aware and then the issue is routed on to the division involved if appropriate.

☐ Workforce surveys (employee engagement, satisfaction)

Describe how these are conducted:

DPS does not do these.

☐ Management team meetings/exercises

Describe how these are conducted:

DPS does not do these.

☐ Other methods (please describe):

N/A

Promotions

Identify some of the most critical competencies you perceive to be most lacking in your organization. This may include any particular knowledge, ability, or skill, or personal trait:

In-depth knowledge, abilities and skills for specific positions in ISP communications engineering, electrical and fire safety inspections and information technology.

Which of these same competencies are most likely to affect a decision in your organization to open a vacancy to the general public rather than as a promotional opportunity:

The same competencies already identified above.

Identify barriers to promotional opportunities for internal employees, such as lack of education, infrequency of suitable vacancies, geographic location, etc.:

Promotional opportunities for sworn personnel are numerous. Geographic location and cost may be small barriers, however, those factors are lessened by the State's moving policy in use at DPS. Community ties could be a small barrier for an employee considering a promotion that requires a move. Lack of cultural amenities in certain locations in Iowa could be a barrier. The majority of non-sworn positions are all located at DPS headquarters in Des Moines or the DCI Lab Facility in Ankeny, so geographic location is not a factor for promotion in those cases.

Indicate if and how these barriers differ for protected class employees (females, minorities, persons with disabilities):

The lack of cultural amenities in different Iowa locations would affect protected class employees more so than non-protected class employees. DPS has tried to lessen the impact of this barrier by letting Peace Officer Candidates (POC) know up front where they will be assigned while they go through the Academy. POCs are asked

for their wish list of job locations and every effort is made to assign them to their top choice for location in Iowa.

Employee Engagement

Describe any activities or methods (such as surveys or interviews) your department uses to measure the engagement of your employees with your organization:

Identify what topics you address:

- ☐ *Understanding of the organization's vision and mission*
- ☐ *Managerial approachability and style*
- ☐ *Job satisfaction*
- ☐ *Cultural inclusion*
- ☐ *Flow of and access to information*
- ☐ *Career progression awareness*
- ☐ *Work/life balance*
- ☒ *Other - Annual employee evaluations give employees the chance to list concerns. An open door policy is employed by each DPS supervisor so employees may come to them at any time with questions.*

Employees would rate the department's effectiveness in communicating the support, programs and promotional opportunities available to them as:

- ☒ *Good* ☐ *Needing Improvement* ☐ *Unknown*

Describe the employee communication methods used to make employees aware of the support, programs, and promotional opportunities available to them:

DPS publishes an employee newsletter called The Communicator monthly. The Communicator includes an article written by one of the Iowa State Patrol chaplains every month. The topic of each article is up to the Chaplain and is spiritual in nature. The Communicator also publishes: any upcoming benefits enrollment periods or changes, awards received by DPS employees or their children, birthdays of current employees, pictures of promotional ceremonies, notices of the birth of children and grandchildren, a special graduation edition and funeral notices of current and former employees and their family members.

DPS Commissioner Eugene Meyer utilizes Gene-O-Type. Gene-O-Type allows employees to provide feedback and ask questions about DPS issues. Employees can send questions or comments directly to Commissioner Meyer via email. Once received, the Commissioner reviews the question and posts his response, along with the question, to the Gene-O-Type web page where it can be viewed by all DPS employees.

Any pertinent topics that arise in the Division Director's meeting are passed on to subordinate staff through chain of command.

Non-sworn promotional opportunities (all jobs available for transfer or promotion) are released on an e-mail to administrative staff. Administrative staff post these job vacancies in the same place and manner everytime an opening happens. Job postings are sent out every time a job becomes open for transfer or for promotion.

Sworn promotional opportunities are listed on the DPS website as they become open.

Retired DPS employees are regularly included in e-mail notices as well.

Sworn officers are notified of eligibility for promotional testing conducted every-other-year. The chain of command within divisions insures all eligible officers are provided the opportunity to test.

Describe any changes you plan to make around employee engagement in FY 2009:

No changes are planned.

Plans to Improve – FY 2009

Check all programs you will implement in FY 2009 and describe how you see the program improving retention in your workforce for FY2009:

☒ *Orientation and On-boarding:*

The following orientation processes will continue into FY 2009:

The first day of the Basic Academy is Orientation Day in which all new candidates must attend. Representatives from various functions within DPS, i.e., HR, finance, etc., provide information to both the new employees as well as their spouses. First-line supervisors conduct orientation “in-briefs” with new employees. Supervisors publicize new employees on the DPS email system providing basic information and encouraging current employees to introduce themselves when possible.

☒ *Training and educational opportunities to support business needs and employee competencies to enhance promotional potential:* DPS will continue to build on its past successes by using the Certified Public Manager program provided through IDAS, Northwestern’s Staff and Command School, the FBI National Academy and the FBI Law Enforcement Executive Development Seminar (LEEDS) training program.

Text Box

☐ *Workplace accessibility (visual, physical):*

Text Box

☐ *Mentoring:*

Text Box

☒ *Awards and Recognition:*

DNE will begin issuing a recognition award to DNE employees in FY 2009 called the DNE Director's Commendation Award. DPS will continue to issue the following institutional awards: Commissioner's Recognition of Excellence, Chief's Commendation, DCI Director's Medallion and the SFM's Certificate of Recognition. DPS also issues an Employee of the Month award and has promotional ceremonies throughout the year to recognize employees who are promoted, receive awards for length of service or receive awards from outside entities.

III. Diversity Training

AGENCY ACTION: Please provide information about diversity related training provided in FY 2008. This will be used to report FY 2008 training activities for the FY 2008 affirmative action plan year.

Diversity and cultural related training is conducted at various times throughout the year for the department and includes initial training for new candidates attending the academy. Sworn officers are provided training in many areas centering on diversity, i.e., Spanish for law enforcement, Cultural Competence, Understanding Arab Americans, Special Needs Population, Gender Speak, Hate and Bias Crimes Training, Latino: Crime, Community and Culture, Women Police Training, 2008 Supervisors and Management Diversity Training, etc.

Provide information about diversity-related training planned for FY 2009 in the text box.

The diversity and cultural training is continual for the new employees attending the Academy. First-line supervisors and management receive cultural/diversity training through leadership classes every two years.

Note: Mandatory diversity training will be provided to both management and employees in FY 2009. However, include in your plan and report any other training you are planning or have done.

IV. Workforce Composition and Hiring Opportunities

AGENCY ACTION: The goal setting data to address underutilization of protected class members in underutilized job categories will be sent to you for action separately in late July as mentioned earlier in this document. This data won't be available until after the end of the fiscal year. Therefore you will not need to submit your hiring goals with this document.

We will continue to address numerical underutilization through the normal quantitative affirmative action process as you have done in the past:

- DAS will provide your agency with your department's workforce composition, average turnover, and underutilization by job class.
- Your agency will review this data and establish hiring goals for FY 2009.
- Hiring lists issued by DAS will continue to identify protected class members if the job class is underutilized. How this list is handled should be addressed in your hiring practices and procedures (Item I., above).
- DAS will calculate your year end FY 2008 protected class hiring progress.
- Your hiring progress in FY 2008 and hiring goals for FY 2009 will be incorporated into the AA/Diversity Plan Annual Report to the IGOV and Legislature, due by September 30, 2008.

You also receive periodic hiring opportunity reports that remind you of the vacancies that are currently in process for your department

As a general measure of diversity in state government, a current workforce composition report (April 17, 2008) comparing your department to the executive branch overall is provided. Please use this as needed.

V. Efforts of the Agency to Encourage and Celebrate Diversity

AGENCY ACTION: Please fill in the following text boxes for each question. This will constitute your plan for FY 2009 to encourage and celebrate diversity. Also report any FY 2008 activities.

Describe how the success of your diversity efforts advances your department's long-term strategic objectives and business goals.

The diversity efforts of DPS will advance the long-term strategic objectives and business goals by overcoming questionable perceptions in law enforcement, increasing the cultural knowledge and awareness of current employees and developing a pipeline of multi-cultural applicants to compete for positions in law enforcement.

Describe how your managers and supervisors will be involved in diversity.

Diversity is an organizational attitude, which is fostered by the senior leadership of an organization. Managers and supervisors of DPS will be involved in diversity via training (see Section III) and on a daily basis through interaction with subordinates, superiors, other agencies and the public. The leaders will continually develop and foster a climate of openness and fairness by embracing individual similarities as well as differences. Managers and supervisors will maintain a continual awareness and sensitivity regarding issues of diversity.

Executive Order 4 establishes the goal to be inclusive of employees with differences in age, race, creed, color, sex, sexual orientation, gender identity, national origin, religion, and disability. Describe the methods and activities you plan to initiate in FY 2009 to broaden inclusiveness for all these groups.

Broader advertising reaching a more diverse market; Continued training at all levels; Development of cultural/diversity celebrations-presentations to publicize awareness